

# **Who Pardoned Accountability?**

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**How to “Unleash” Accountability  
In Your Organization**

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**John Britt**  
**Michael Mountjoy**

Butler Books

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LOUISVILLE

WHO PARDONED ACCOUNTABILITY?

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# *Foreword*

By Chris Sullivan

CO-FOUNDER OF OUTBACK STEAKHOUSE

**W***HO Pardoned Accountability?* is a must-read for leaders, managers and employees who want to be more successful both personally and professionally and experience higher productivity, increased quality of services and products, improved effectiveness and greater enjoyment in work. By combining equal parts wit, humor, and practicality, John Britt and Michael Mountjoy take on the topic of accountability in an unprecedented way.

In this narrative, another Change has died at Entitlement, Inc., and Accountability, the main suspect, is arrested and put on trial for involuntary manslaughter. When you read *Who Pardoned Accountability?*, you will, no doubt, recognize some of the “suspects” and make comparisons with those in your own organization. But, more importantly, you will be able to immediately implement some practical ways to improve accountability for yourself and for your organization and develop a model of accountability in which managers and employees understand the priorities of their jobs, determine

how success is measured and their specific roles in being successful, and create mechanisms for transparency of communication and for immediate problem solving.

Britt and Mountjoy's definition of accountability and one the book builds upon is outlined in Accountability's personnel file. The interviewer's notes, taken when the organization was recruiting Accountability, read as follows:

*“Accountability understands his role . . . ‘to keep commitments made to other team members.’ Communicates well and easily relates role to the overall goals of the organization. Knows the value of organizing these goals into meaningful targets and measures, and the importance of ensuring all employees understand their specific roles. Is transparent and willing to solve problems immediately and professionally. This is the type of Accountability we want here.”*

Britt and Mountjoy do a beautiful job of unveiling a model of accountability that meets this definition. If this is the type of Accountability you want for yourself or for your organization, then enjoy this fun book and prepare for a higher level of success. You will find yourself laughing out

loud when Accountability is put on trial and the witnesses unveil the true nature of Accountability. In the final verdict, you will learn the importance of creating a Culture that “unleashes” Accountability.

*Chris Sullivan is a co-founder of Outback Steakhouse and served as the CEO from 1990-2005 for OSI Restaurant Partners. He is now launching MenuPad that integrates technology in the customer experience that leads to higher customer satisfaction and better productivity.*

## *The Verdict*

THIS is what the judge thought would happen. He would say, “Ladies and gentleman of the jury, have you reached a verdict?”

Then the foreman would say, “Yes sir, your Honor, we have.”

The judge would ask the defendant to rise. Along with his attorney, the defendant would slowly stand from his seated position. Meanwhile, the bailiff would take the closed note from the foreman and, with great care, deliver it to the judge. The judge would open the paper and peer as a judge should over his bifocals. Then he would close the paper, careful not to give away anything with his eyes, facial expressions, or body language.

Just as carefully, the bailiff would return the note to the foreman who would once again open it and then read, “On the sole count of involuntary manslaughter, we the jury find the defendant . . .”

In this case, as it happens, the judge was wrong.



## *The Arrest*

IT was four months earlier when Change was pronounced dead at Entitlement, Inc., where he had been working on a supply chain initiative for almost a year.

“No one saw it coming. It appears to have surprised everyone,” the Change Agent who investigated the death had written in his notebook. His next entry, “But I wonder?” was telling in that it left a cloud of doubt which ultimately led to an intense investigation by the Agent.

And then, six weeks later, Agent made the arrest in front of the whole organization. Accountability, in handcuffs, was read his rights in front of his peers, colleagues and employees and then led out of the room, shaking his head in bewilderment.

The meeting was dismissed, but the key leaders stayed to discuss the implications of Accountability’s arrest. Communication opened with, “Agent said he had the right to remain silent. That’s what I would do if I were him.”

Vision replied in a quiet tone, “I should have seen this coming.”

Aligned Leadership Team, known as Pecs to

his peers, said, “There will be a trial. We need to stick together on this.”

“Agreed!” announced Commitment. “We need to see this through.”

“Now, just a minute!” interjected Urgency. “This is not our problem. Agent apparently . . .”

“Agent,” Culture interrupted with uncharacteristic volume, “is not stupid. I would bet he knows more about how things work around here than you might think.”

Plan offered, “What should we do?”

Dispassionately, Budget stated, “I better check our reserves. This is going to cost us.”

“It has already cost us,” Incentive said sarcastically. “And I’m not just talking about dollars.”

Writing on the scorecard he always carried with him, Coach mumbled, “Agent—one. Entitlement, Inc.—zero.”

Looking at his watch, Sponsorship asked, “Anyone up for a game of golf?” Everyone stared at him with reproach.

Performance was the only one who remained silent. He knew most of Agent’s time had been spent questioning Accountability and that perhaps their accountability should have been questioned long ago.